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ABSTRACT

The faculty handbook for Salem College, West Virginia, a private, 4-year school with liberal arts and career training programs, contains a statement of goals and objectives; description of administrative offices and responsibilities; faculty constitution and bylaws; information on affirmative action, academic freedom, faculty appointment and tenure, rank and promotion, duties and responsibilities, fringe benefits, institutional policies, including student records; and a list of campus services. (JT)

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SALEM COLLEGE

Faculty Handbook



SALEM COLLEGE

Salem, West Virginia

1975-76

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

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SALEM COLLEGE STATEMENT OF IDEALS, GOALS, AND OBJECTIVES

1. Salem College is a private, non-sectarian institution of higher learning open to all qualified students.
2. Salem College is committed to liberal arts and career training programs. The College is dedicated to the task of helping the student develop intellectual and technical competence, and social and moral maturity. This task is specifically interpreted to mean that inquiry, imagination, and resourcefulness are encouraged; that competence in communication is expected; that those portions of our heritage are transmitted which will develop an ability in critical analysis rather than amassed information.
3. Salem College seeks to become a vital entity to the community by opening its facilities and activities as well as courses to citizens of Salem, Clarksburg, and their environs; and by the personal participation of faculty and students in community planning and projects. However, the individual remains the focal point of all instruction and guidance. Emphasis on ethical and religious values, social responsibility, and healthful living is designed to encourage a constructive philosophy of life.
4. Salem believes its first mission is to teach and it has recruited a faculty which is constantly growing in excellence. The College encourages open-minded inquiry and the pursuit of academic excellence.
5. The faculty and student body are given an opportunity for self-expression and self-government and the responsibilities that go with them.
6. The College believes the educative process goes beyond the classroom. It offers opportunities for personal and social development and encourages a varied extra-curricular activity program.
7. Salem College tries to inculcate in its students a sense of responsible citizenship, social and community awareness, and a grasp of the problems of democracy.
8. It is our aim to produce in our students adaptability so they can be responsible leaders in an ever changing complex society.

ADMINISTRATION

Salem College is a private, non profit educational institution chartered by the State of West Virginia with a self perpetuating Board of Trustees.

The Board of Trustees is presided over by a duly elected chairperson. The membership is limited to 40 active members who serve four year terms but are eligible for re-election. Two regular meetings are scheduled each year, in October and April. Interim business of the Board is conducted by the Executive Committee which is composed of the chairperson, the vice chairperson, and the chairperson of each of the standing committees of the Board.

OFFICERS OF THE COLLEGE

The President is elected annually by the Board of Trustees. Other officers of the College are appointed annually by the President subject to the approval of the Board of Trustees. The functional analysis chart on the following pages shows how each aspect of the life of the College is under the supervision of these officers. This does not imply, however, a tight compartmentalization of either functions or personnel. On the contrary, the character of the College as an organic whole uniting common goals and interests is shown in various ways. Under the charter of the College the President, acting with the authority of the Board of Trustees, is ultimately responsible for all elements of the College.

The Administration of the College is carried out through three major units: The Administrative Cabinet, The Administrative Council, and the Budget Committee.

Administrative Cabinet

The Administrative Cabinet is composed of the President, the Dean of the College, the Director of Fiscal Affairs, the Vice President for Development and College Relations, the Dean of Students, the Director of Grants and Special Projects and the Director of Institutional Research and Assistant to the President.

The Cabinet advises the President regarding administrative matters, basing their judgements upon established Board policies, and establishes a working calendar and agenda to assure coordination of essential college activities in order to meet crucial deadlines, and serves as a prime communication source throughout the College. The Cabinet is the principal operating committee of the administration. Major concerns covering all areas of the College are discussed by this group. The Cabinet meets twice each month, but is subject to call when the need arises. In the absence of the President, the Dean of the College will preside.

Administrative Council

The Administrative Council, in addition to Cabinet members, includes the Director of the Clarksburg Campus, the Chairperson of the Faculty, the Associate Dean and Registrar, the Director of Admissions, the Director of Financial Aid, the President of the Student Government, and the Title III Coordinator.

The Council serves as a top-level communication and coordinating medium through which Board policies and guidelines are interpreted for administrative purposes. By means of the Council, concerns from a broad area of the College can be shared and suggestions for improved operation can be considered and implemented. The Council will meet once a month.

Budget Committee

The Budget Committee consists of the President, the Dean of the College, the Director of Fiscal Affairs, the Vice President for Development and College Relations, and the Director of Institutional Research and Assistant to the President.

The Budget Committee will meet once each month or more frequently if necessary to keep a close check on the financial status of the College at any given point in time.

OFFICERS OF THE ADMINISTRATION

The President as the chief executive officer of the College serves as the legally-constituted channel for communications with the Board of Trustees and is ultimately accountable to that Body for the Administration of the College. Reporting directly to the President are the Dean of the College, Director of Fiscal Affairs, Vice President for Development and College Relations, Director of Grants and Special Projects and Director of Institutional Research and Assistant to the President.

The Dean of the College has authority and is responsible for the academic administration of the institution in keeping with policies, objectives and guidelines approved by the Board. The most important operation of the campus is the academic, for which the Dean of the College provides leadership. The basic purpose of academic administration is to provide the actual courses and programs of study in which education takes place. The Dean of the College and those who work with the Dean are instrumental in creating an atmosphere which will promote a harmonious, rational and viable curriculum to meet the needs of today's students.

Administrators reporting to the Dean of the College are the Associate Dean and Registrar, Dean of Students, Director of Clarksburg Campus, Director of Teacher Education, Director of Library, Director of Upward Bound, Title III Coordinator, Director of Heritage Arts, Instructional Division Chairpersons and Department Chairpersons. (Director of Grants and Special Projects in matters relating to academic programs.)

The Director of Fiscal Affairs is responsible for the collection and disbursement of all College funds. The Director of Fiscal Affairs supervises all accounting functions of these funds. Financial reports as required are prepared by the Director of Fiscal Affairs. All information of a financial nature is available in this office.

The Director of Fiscal Affairs is to make recommendations that will be helpful in reducing expenses or increasing the income for the College. It is the Director's responsibility to notify the administration and the Board of Trustees about possible financial problems.

The Director of Fiscal Affairs, in consultation with the Budget Committee, is responsible for the preparation of the annual operating budget and for the control of expenditures as set forth in the approved budget. The Director of Fiscal Affairs prepares monthly budget reports and submits them to the appropriate members of the College staff. In consultation with the Cabinet, The Director of Fiscal Affairs will assist in continuous evaluation of all aspects of College operations. Through the Cabinet the Director will assign responsibilities as appropriate and necessary to assure proper maintenance of facilities; space utilization; operation of feeding, housing facilities, continuation of fringe benefits for all employees, bookstore, and other auxiliary enterprises.

It is the Director of Fiscal Affairs's responsibility to furnish the Board of Trustees with an annual audited financial statement.

Administrators reporting directly to the Director of Fiscal Affairs are the Assistant Director of Fiscal Affairs, Director of Financial Aids, Director of Physical Plant Maintenance, Purchasing Agent, Director of Custodial and Support Services, and Bookstore Manager.

The role of the Vice President for Development and College Relations is principally two-pronged. It concerns itself with the needs of the students and faculty internally and serves as the principal liason with the public externally.

Working with the President's office, the Dean and faculty, the Development Office assists in assessing the academic needs of the College as they relate to teaching and encourages faculty involvement in certain projects that it is felt will improve the quality of instruction. Priorities must be established to meet the physical or equipment demands necessary within the resources available.

Similarly, the academic, housing, and extracurricular needs of the students must be received and weighed periodically.

Those projects and matters that are within the framework of Salem's goals and objectives and which merit further pursuit are then prepared and presented to the proper parties concerned. These may be an individual, a corporation, a foundation, or alumni and public at large.

Externally, it is the responsibility of the Development Office to promote alumni activities, plan the general format of the College Public Relations programs and disseminate public information. In addition, admissions falls under the responsibility of the Vice President for Development. It is felt that the Development Office Staff should serve as the major liason with the outside public in community affairs.

The principal task of paramount importance, to which the Development Office addresses itself is Fund Raising. Four major means are utilized; annual giving, capital campaigns, deferred giving, and special appeals.

Administrators reporting to the Vice President for Development and College Relations are President Emeritus, Director of Admissions and Alumni Services, Director of Public Information and Director of Publications.

Dean of Students has the authority and responsibility for all phases of student life, conduct and welfare. A unique feature of Salem College's educational program is direct student involvement in campus affairs in and out of the classroom. The Dean of Students and the Dean of the College work closely together in coordination of student life. The Dean of Students directs all co-curricular activities.

Reporting to the Dean of Students are the following administrators: Associate Dean of Students, Director of Health Services, Placement Officer, Counseling, Randolph Campus Center Board, Pool and Intramurals, Resident Directors, Campus Police, Community Congress, Inter-Fraternity/Inter-Sorority Council and Director of Career/Life Development.

Career/Life Development Center

The purpose of the Career/Life Development Center is to expand the existing counseling program by focusing on career development/life-style preparation, and to integrate the advising, testing, counseling, and placement functions more with the total educational program of the College.

Its aims are to:

- Inform and clarify to students in a realistic way what Salem College can offer in terms of career development and life-planning.
- Help students assess their needs, values, aptitudes, vocational interests, and career aspirations.
- Provide information to students about current and future career opportunities as well as continuing education opportunities (i.e., graduate school, professional school, and in-service education) through a comprehensive CAREER RESOURCE LIBRARY.
- Aid students in formulating tentative career goals and testing them against their growing self-concept.

- Assist students in exploring their tentative career goals by helping them obtain internships in actual work experiences.
- Assist students in examining and exploring their own and others life styles.
- Assist returning students in achieving a smooth transition from their world of experiences back to formal education.
- Train Core Advisors and Peer Counselors to work with students within the philosophy of career development and life-planning.
- Train students to sell themselves (includes social skills) through mock interviews, resume writing, and placement assistance. Ultimate responsibility for finding a job rests with the students.
- Assist students with personal concerns through individual and group counseling.
- Evaluate services through student self-reports, Career Maturity Inventory, and possibly some measure of personal control (i.e., locus of control).

The Director of Grants and Special Projects is responsible for maintaining contact with governmental and funding agencies. The Director of Grants and Special Projects develops and processes proposals for grants through federal as well as non-federal agencies and foundations.

The Director of Grants and Special Projects will keep current in all existing regulations concerning federal grants and the possibility of using new federal programs instituted by the governing body.

The Director of Grants and Special Projects will have the cooperation of the total College community by reporting directly to the President in grants for overall institutional development and to the Dean of the College in academic program grants.

In addition, responsibilities of this position will include completion of the T. Ed Davis Building and assistance to the Director of Fiscal Affairs in further development of the physical facilities of the campus.

Director of Institutional Research and Planning and Assistant to the President

This office is responsible for collecting, evaluating and presenting data, preparing documents, establishing with the President and the Dean of the College a planning system and then coordinating planning by use of established systems. In research efforts, the thrust will be to discover methods of finding answers to that which we need to know about the entire college.

In the planning process, this office provides the necessary coordination and maintaining to assure that decisions are guided by reason based upon research data, rather than by chance. An attempt is made to keep all elements of the college involved in the planning process. Together the purpose of research and planning is to realize the college mission.

Division Chairpersons are appointed by the Dean of the College, and have the responsibility for: coordinating and communicating all academic policies from the Dean of the College to the Department Chairperson; assisting department chairpersons plan and implement departmental curriculum; aiding and supporting department chairpersons in departmental budgeting and staffing. The Division Chairperson shares in the responsibility for evaluation of all staff working within the division and will report this evaluation to the Dean of the College on a semester basis. The Division Chairperson will assist the Dean of the College in the selection of the Departmental Chairperson within the respective division.

Department Chairpersons are appointed by the Dean of the College. Initial appointments are for two years. After the initial appointment, reappointment is for an indefinite period subject to periodic review and evaluation by the Dean of the College.

PERSONNEL IN ADMINISTRATION

Office of the President

Dallas B. Bailey -----	President
Hester Clower -----	Adm. Asst. to the President
Michael Greer -----	Assistant to President and Dir. of Instit. Research
Arlen L. Swiger -----	Dir. of Grants and Special Projects
K. Duane Hurley -----	President Emeritus

Academic Affairs

Ronald Champagne -----	Dean of the College
Rosalee D. Davis -----	Adm. Asst. to Dean of the College
Doyle K. Zwiebel -----	Associate Dean and Registrar
Clement H. Clower -----	Director of Clarksburg Campus
Gary McAllister -----	Director of Teacher Preparation
Sara Graham -----	Director of Libraries
John Sowers -----	Media Center - Library
William B. Lawson -----	Title III Project Coordinator

Student Services

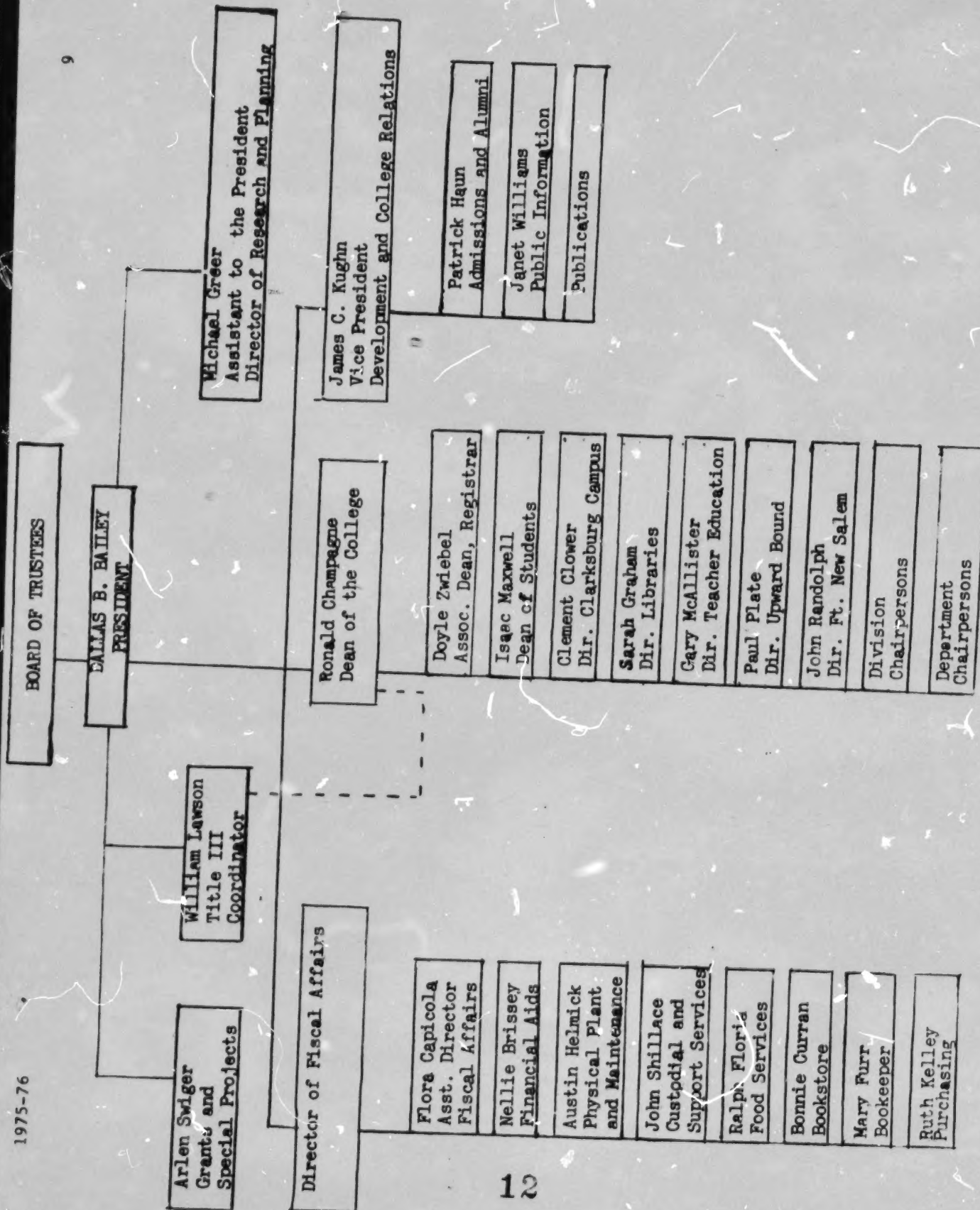
Isaac Maxwell -----	Dean of Students
Ronald Schertz -----	Associate Dean of Students
Nell C. Bailey -----	Director Career/Life Development Center
James Cornish -----	Counselor
Paul Plate -----	Director of Upward Bound
Peter Gajewski -----	Director of Intramurals & Pool

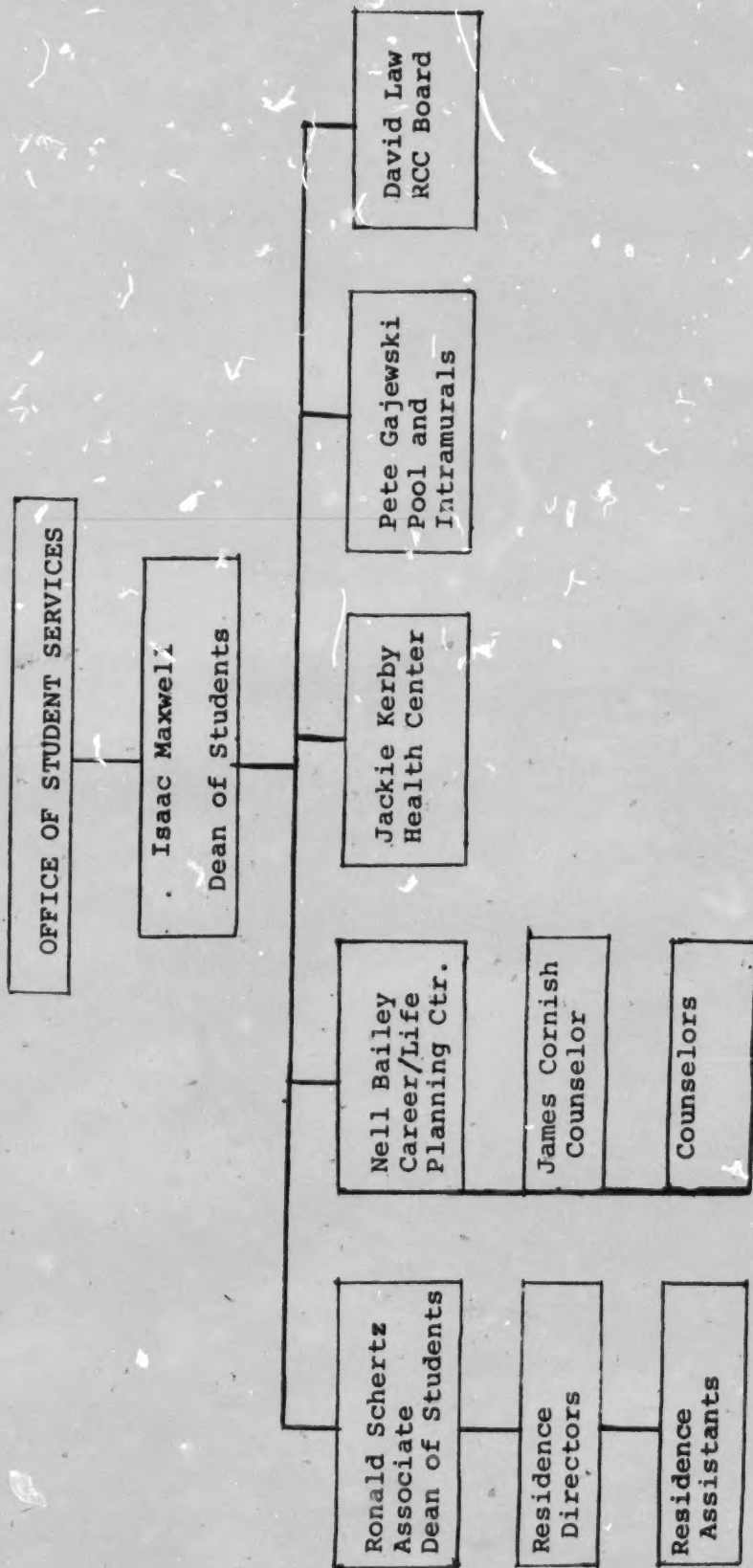
Fiscal Affairs

-----	Director of Fiscal Affairs
Flora Capicola -----	Assistant Director of Fiscal Affairs
Mary Furr -----	Bookkeeper
Ruth Kelley -----	Purchasing Agent
Ralph Floria -----	Director of Food Services
Nellie Jo Brissey -----	Director of Student Financial Aid
Austin Helmick -----	Director of Physical Plant
Jack Schillace -----	Director of Custodial and Support Services
Bonnie Curran -----	Bookstore Manager

Development and College Relations

James C. Kughn, Jr. -----	Vice President for Development and College Relations
Janet A. Williams -----	Director of Public Information
Patrick Haun -----	Director of Admissions and Alumni Services
Waunita Curran -----	Alumni Secretary
Steven Ornstein -----	Assistant Director of Admissions
Rosemary Grady -----	Admissions Counselor
Rebecca W. Horvath -----	Admissions Counselor
Anthony Rizza -----	Admissions Counselor





DIRECTORY OF FACULTY MEMBERS AND OFFICE ASSIGNMENTS 1975-76HUMANITIES DIVISION (Melvin Nida, Chairperson)Art Department

John Bond, Chairperson	Art Building
John Randolph	Art Building
Elizabeth Whipple	Art Building

Communications/Theatre Arts Department

Venita Zinn, Chairperson	231 Davis Building
Patrick McHugh	230 Davis Building
Mark Mills	230 Davis Building
Billy Freeland	239 Carlson Hall
Jean Christie	313 Carlson Hall
Ralph Allen	
Leone Carstensen	305 Davis Building

Liberal Studies Department

Robert Florian, Chairperson	214 Carlson Hall
Joseph Snider	318 Davis Building
Andre Gschaedler	218 Davis Building
Edward Spatafore	307 Carlson Hall
Melvin Nida	312 Carlson Hall

Music Department

Ruth Rogers, Chairperson	Van Horn Music Building
James Jackson	Van Horn Music Building
Gary Kendrick	Van Horn Music Building
Lorenz Wahlers	Van Horn Music Building

SCIENCE AND MATHEMATICS DIVISION (Thomas Pauley, Chairperson)Biology Department

Thomas Pauley, Chairperson	235 Carlson Hall
Edward Jarroll	233 Carlson Hall
Juanita McCoy	217 Carlson Hall
Wayne England	233 Carlson Hall

Chemistry Department

Thomas Bond, Chairperson	316 Carlson Hall
Alan Clarke	125 Carlson Hall

Science and Mathematics Division (continued)Mathematics Department

Marvin Sperry, Chairperson	117 Carlson Hall
Donald Christie	116 Carlson Hall
John Curran	115 Carlson Hall

BEHAVIORAL SCIENCE DIVISION (Evelyn Johnson, Chairperson)Human Services Department

Evelyn Johnson, Chairperson	314 Davis Building
John Craig	313 Davis Building
Randolph Scott	319 Davis Building
Michael Wargo	211 Carlson Hall
Wayne Hanson	

Political Science Department

David Lynch, Chairperson	234 Carlson Hall
Michael Greer	Adm. Building
Edward Wheat	213 Carlson Hall

Psychology Department

Kenneth Macurik, Chairperson	216 Carlson Hall
Donald Perry	212 Carlson Hall
James Kohn	216 Carlson Hall

VOCATIONAL AND PROFESSIONAL DIVISION (Gary McAllister, Chairperson)Administrative Science Department

Alfonso Romagnoli, Chairperson	118 Carlson Hall
Pavle Jankovic	113 Carlson Hall
Donald Simmons	234 Carlson Hall
Clayton Pinder	114 Carlson Hall

Education Department

Gary McAllister, Chairperson	210 Benedum Library
Mildreth Compton	218 Benedum Library
Juan Valdez	217 Benedum Library
John Spears	211 Benedum Library
George Lancianese	111 Carlson Hall
Francis Gilmore	209 Benedum Library

Vocational and Professional Division (Continued)Industrial Technology Department

Terry Haggerty, Chairperson	107 Carlson Hall
Howard Powell	105 Carlson Hall
Terry Feight	INT Building
William Kapphan	

Nursing Department

Dolores Floria, Chairperson	314 Carlson Hall
Carol Benninger	218 Carlson Hall
Marjorie Bower	112 Carlson Hall
Janice Cutlip	218 Carlson Hall
Betty Lee	112 Carlson Hall
Maxine Mason	112 Carlson Hall

Physical Education Department

Harry Hartman, Chairperson	217 Davis Building
Richard Bond	111 Davis Building
Joseph Ault	110 Davis Building
Marvin Williams	115 Davis Building
Martha Devericks	208 Davis Building
Carla Davis	208 Davis Building
Larry Blackstone	114 Davis Building

CONSTITUTION FOR THE FACULTY OF SALEM COLLEGE

PREAMBLE

We, the members of the faculty of Salem College, grateful to Almighty God for a democracy which permits self-government and for an institution which practices academic freedom, and mindful of the obligations such freedom entails, do establish this constitution.

ARTICLE I

Name

The name of this organization shall be The Faculty of Salem College.

ARTICLE II

Purpose

Section 1. To make more effective the administration of all types of teaching, to improve the quality of scholarship of students, to refine methods and materials of instruction, to discover adequate modes of social control, to stimulate scholarship, research and educational contributions from members of the Faculty.

Section 2. To coordinate the teaching program in Salem College to attain the above objectives by approved methods giving consideration to the results of educational research and scientific inquiry.

Section 3. To become familiar with educational methods and practices of institutions similar to Salem College that there may be mutual gain through exchange of ideas.

Section 4. To maintain a close working relationship with the administration and Board of Trustees of the College, recognizing the authority of each, in assisting in the planning and development of the College.

ARTICLE III

Membership

Members of the Faculty of Salem College shall include all persons appointed to academic ranks, together with the President, Dean of the College, Vice President for Development and College Relations, Director of Fiscal Affairs, Director of the Clarksburg Campus, the Dean of Student Services, the Associate Dean and Registrar, and other administrative staff personnel appointed to academic rank.

ARTICLE IV

Meetings

A regular meeting of this association shall be held each month during the regular academic year at such a time or place as may be determined by the Executive Committee.

ARTICLE V

Officers

The officers of this organization shall be a Chairperson, a Vice-Chairperson, and a Secretary. The terms of office of all officers shall be for a term of two years. They shall be elected by a majority vote at the last regular business meeting of the official term in office.

ARTICLE VI

Standing Committees

Section 1. There shall be six Standing Committees as follows:

- (1) Executive Committee, (2) Committee on Analytical Studies, (3) Committee on Accrediting, (4) Grievance Committee, (5) Teacher Education Committee, (6) Committee on Academic Standards and Honors.

Section 2. The Executive Committee shall be composed of eleven members: The Chairperson, Vice-Chairperson, and Secretary of the Faculty, and an elected representative from each division, the Associate Dean and Registrar, Dean of the College, President, and one student from the Executive Committee of the Community Congress.

Section 3. The Chairperson of the Committee on Analytical Studies, and the Chairperson of the Committee on Accrediting may meet with the Executive Committee, but shall not vote as members of the Committee.

Section 4. The Committee on Analytical Studies shall consist of ten members: 4 members elected by the faculty for a two year term, the term of two expiring each year, The Chairperson of the Education Department, the Director of Institutional Research and four people appointed by the president. Of the 4 faculty members, one should be elected from each division.

Section 5. The Committee on Accrediting shall consist of five members: two to be appointed by the Executive Committee for terms of two years each and three to be elected by the faculty for a term of three years, the term of one expiring each year. The Committee shall each year select one of their members to serve as Chairperson.

Section 6. The Grievance Committee shall consist of three members who are not department or administrative officers; each to be elected by the Faculty for a term of three years, the term of one expiring each year.

Section 7. The Teacher Education Committee shall be composed of the following: The Faculty of the Education Department, a member (who has had public school experience) from each of the other divisions which prepare teachers, the Associate Dean and Registrar, the Dean of Student Services, a member of the Guidance Committee, and the Dean of the College as ex-officio members. The Chairperson of the Education Department will serve as Chairperson of the Committee.

Section 8. The Committee on Academic Standards and Honors shall consist of seven members: three to be appointed by the Executive Committee for a term of one year each, three to be elected by the faculty for three years, the term of one expiring each year, and one student.

ARTICLE VII

Amendments

This constitution may be amended by two-thirds (2/3) vote at any regular meeting, providing a copy of such amendment has been sent by the Secretary to each member of the association at least thirty (30) days before the meeting date at which the vote is to be taken.

ARTICLE VIII

Rules of Order

The Rules of Parliamentary Practice comprised in Roberts Rules of Order, Newly Revised shall govern the deliberations and proceedings of this association, subject only to the special rules which have been or may be established by this constitution or its by-laws.

BY-LAWS

Article I Meetings

In addition to the regular meetings as set forth in the Constitution, special business meetings shall convene upon the call of the Chairperson of the Faculty, or in his or her absence the Vice-Chairperson, or upon the request to the Chairperson of one-sixth (1/6) of the members of the faculty. At special meetings only those items mentioned in the call shall be considered.

Article II

A quorum shall consist of a majority of the members of the organization.

Article III Finance

No dues shall be charged to any member as a basis for membership. Any expenses incurred shall be incurred only upon the assumption of such expense by voluntary contribution.

Article IV Duties of Officers

Duties of the Several Officers shall be such as are usually associated with their offices; as are stated herein; or as may be later assigned by the Executive Committee or by the Organization.

In addition to such customary duties the Vice-Chairperson shall have the responsibility for seeing that the provisions of the Constitution and By-Laws are observed.

Article V Duties of Committees

Section 1. The Executive Committee shall name the appointive members of the Committee on Academic Standards and Honors and the Committee on Accrediting. They shall appoint special committees from time to time as it may deem desirable and in keeping with the policies and practices of the College; these special committees shall be appointed for not more than one academic year. The Executive Committee shall have the authority to act for the faculty as a whole, reporting their actions at a regularly scheduled faculty meeting. The Executive Committee will also act as a Committee for the recommendation of promotion and tenure.

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Section 2. The Analytical Studies Committee shall analyze the the program plans, including curriculum changes of all academic and support services, and departments using the following criteria:

- a. Responsiveness to institution goals and objectives
- b. Consistency with institutional policies
- c. Economic feasibility
- d. Coordination of academic programs
- e. Coordination of support service plans with academic plans
- f. Consequences of alternative courses of action.

Section 3. The Committee on Accrediting shall review all material relative to the College's participation as a member of any accrediting organization, such as, the North Central Association of Schools and Colleges, and shall recommend such changes as may be desirable in the program of the College to maintain the position of the College, with relation to such accrediting bodies. Actions or recommendations shall be reported to the whole faculty for approval.

Section 4. The Teacher Education Committee shall screen sophomore teacher training candidates, screen senior practice teaching candidates, and approve the kinds of records of teacher training put into the permanent Education Department files. It shall recommend policies and practices for teacher education within the framework of overall college policies, reporting such recommendations to the Committee on Accrediting, or to the Committee on Analytical Studies, or the Faculty as a whole.

Section 5. The Grievance Committee shall consider and act upon any matter brought to its attention in accordance with the following procedure: if any faculty member feels cause for grievance in any matter other than dismissal proceedings - such as salaries, assignment of teaching duties, assignment of space or other facilities, and propriety of conduct - a petition may be made to the elected faculty Grievance Committee for redress. The petition shall set forth in detail the nature of the grievance and shall state against

whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to the case. The Committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The Committee may seek to bring about a settlement or the issue satisfactory to the parties. If in the opinion of the Committee such a settlement is not possible or is not appropriate, the Committee will report its findings and recommendations to the petitioner and to the appropriate administrative officer and faculty body. At the petitioner's request, an opportunity will be provided for further presentation of the case.

Section 6. The Committee on Academic Standards and Honors shall determine academic standing of any student, recommend candidates for graduation honors including Laudati awards, review and recommend student requests for academic policy waivers, in conjunction with a committee from the Board of Trustees recommend candidates for honorary degrees, represent the faculty (along with 6 members of Community Congress Executive Committee) to select candidates for Who's Who and the committee shall serve as an appellate body for student academic grievances. All actions or recommendations shall be reported to the whole faculty for approval.

Section 7. The six major committees shall at each regular meeting give a report on all action taken in behalf of the faculty organization.

Article VI Elections

Section 1. The Executive Committee shall, at its first meeting, appoint a Nominating Committee composed of five members who shall serve for the ensuing year. They shall submit to the membership at such time as may be necessary, and not later than the monthly meeting just prior to the meeting

of the election of officers, a list of nominees, not fewer than two, nor more than three, for each of the offices to be filled. These shall be announced at the regular meeting next prior to the election meeting, or in case of filling the unexpired term at any monthly meeting prior to a date set for the election of a member to such unexpired term.

Section 2. Election of officers shall be held at the last regular business meeting of the school year. All elections shall be by ballot with each member entitled to one vote. No absentee or proxy vote shall be received or permitted. In case of a tie vote, the Executive Committee shall decide the election by lot from the nominees who are in a tie.

Section 3. Any member of the faculty may present names for consideration to the Nominating Committee. Nominations may be made from the floor if the names of such nominees have been presented to the Nominating Committee at least two months prior to the date set for elections, except that in the case of filling a vacancy in an unexpired term a reasonable time limit for presentation of such nominees to the Nominating Committee shall be established and made known to the faculty by that Committee.

Article VII Appointments

The Executive Committee shall make its appointments at its first meeting, immediately following the meeting for the election of officers and shall promptly publish and make available to all members the appointments which have been made.

Article VIII Regulations

Except where contrary to matters set forth herein, or to policies established by the College, matters pertaining to academic freedom and tenure

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shall be consistent with the 1940 statement of principles on academic freedom and tenure by the American Association of University Professors and the statement on procedural standards in faculty dismissal proceedings approved in 1958 by the Association of American Colleges and the American Association of University Professors.

Article IX
Amendments

These By-Laws may be amended by a two-thirds (2/3) vote of those members present at any regular meeting.

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FACULTY OFFICERS

The following are elected by ballot to serve the Salem College Faculty for a period of two years:

Chairperson - Dr. Alan Clarke - Term expires 1976
 Vice-Chairperson - Mr. John Bond - Term expires 1976
 Secretary - Miss Evelyn Johnson - Term expires 1976

FACULTY STANDING COMMITTEES

Executive Committee

Duties: The Executive Committee shall name the appointive members of the Committee on Academic Standards and Honors and of the Committee on Accrediting. They shall appoint special committees from time to time as they may deem desirable and in keeping with the policies and practices of the College; these special committees shall be appointed for not more than one academic year.

The Executive Committee shall have the authority to act for the faculty as a whole, reporting their actions at a regularly scheduled faculty meeting. The Executive Committee will also act as a Committee for the recommendation of promotion and tenure.

Members of this Committee are:

Elected Members: Dr. Alan Clarke, Chairperson, Term expires 1976
 Mr. John Bond, Vice Chairperson, Term expires 1976
 Miss Evelyn Johnson, Secretary, Term expires 1976

Divisional Representatives:

Dr. David Lynch, Behavioral Science-
 Term expires 1977
 Mr. Donald Christie, Natural Science-
 Term expires 1977
 Miss Elizabeth Whipple, Humanities-
 Term expires 1976
 Dr. John Spears, Prof. & Vocational
 Studies-Term expires 1976

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Ex-Officio Members:

Dr. Dallas Bailey President of the College
 Dr. Ronald Champagne, Dean of the College
 Mr. Doyle Zwiebel, Registrar
 Mr. Greg Shantz, President of Community Congress

Analytical Studies Committee

The Analytical Studies Committee shall analyze the program plans, including curriculum changes of all academic and support services, and departments using the following criteria:

- a. Responsiveness to institution goals and objectives
- b. Consistency with institutional policies
- c. Economic feasibility
- d. Coordination of academic programs
- e. Coordination of support service plans with academic plans
- f. Consequences of alternative courses of action

Members of this Committee are:

Mr. Edward Jarroll - Natural Science - Term expires 1977
 Dr. David Lynch - Behavioral Science - Term expires 1976
 Mrs. Venita Zinn - Humanities - Term expires 1976
 Dr. John Spears - Professional and Vocational Studies - Term expires 1977
 Mr. Gary McAllister - Chairperson of Education Department
 Mr. Michael Greer - Chairperson of Committee
 Mr. Isaac Maxwell, Mr. Patrick Haun, Mr. Doyle Zwiebel,
 one vacancy

Committee on Accrediting

Duties: The Committee on Accrediting shall review all material relative to the College's participation as a member of any accrediting organization, such as, The North Central Association of Schools and Colleges, and shall recommend such changes as may be desirable in the program of the College to maintain the position of the College, with relation to such accrediting bodies.

Actions or recommendations shall be reported to the whole faculty for approval.

Members of this Committee are:

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Elected Members: John Curran - Term expires 1978
 Jean Christie - Term expires 1977
 - Term expires 1976

Appointed Members - Term expires 1976
 Dr. John Spears
 Mrs. Dolores Floria

Grievance Committee

Duties: The Grievance Committee shall consider and act upon any matter brought to its attention in accordance with the following procedure: if any faculty member feels cause for grievance in any matter other than dismissal proceedings - such as salaries, assignment of teaching duties, assignment of space or other facilities, and propriety of conduct - a petition may be made to the elected faculty Grievance Committee for redress. The petition shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to the case. The Committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The Committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the Committee such a settlement is not possible or is not appropriate, the Committee will report its findings and recommendations to the petitioner and to the appropriate administrative officer and faculty body. At the petitioner's request, an opportunity will be provided for further presentation of the case.

Members of this Committee are: John Craig - Term expires 1977
 Patrick McHugh - Term expires 1976
 - Term expires 1978

Committee on Academic Standards and Honors

Duties: The Committee on Academic Standards and Honors shall determine academic standing of any student, recommend candidates for graduation honors including Laudati awards, review and recommend student requests for academic policy waivers, in conjunction with a committee from the Board of Trustees, recommend candidates for honorary degrees, represent the faculty (along with 6 members of Community

Congress Executive Committee) to select candidates for Who's Who, and the committee shall serve as an appellate body for student academic grievances. All actions or recommendations shall be reported to the whole faculty for approval.

Members of this Committee are:

Elected Members--Patrick McHugh - Term expires 1978
Donald Simmons - Term expires 1977
Dolores Floria - Term expires 1976

Appointed Members

John Curran
Jean Christie
Harry Hartman

Student Member

Teacher Education Committee

Duties: The Teacher Education Committee shall screen sophomore teacher training candidates, screen senior practice teaching candidates, and approve the kinds of records of teacher training put into the permanent Education Department files. It shall recommend policies and practices for teacher education within the framework of overall college policies, reporting such recommendations to the Committee on Accrediting, or to the Committee on Analytical Studies, or the Faculty as a whole.

Members of this Committee are:

Standing Members--Chairperson of Education Department -
Gary McAllister
All members of the Education Department
Dean of Students - Isaac Maxwell
Registrar - Doyle Zwiebel

Appointed Members

Ruth Rogers - Humanities Division
Dr. Tom Bond - Natural Science

SPECIAL COMMITTEES

Athletic Committee: Dr. Leone Carstensen, Chairperson;
Mark Mills, Mike Wargo

Bureau of Communications: Dr. Nell Bailey, Pat McHugh,
John Craig

Nominating Committee: Don Christie, Chairperson; Carol Benninger, Martha Devericks, Mike Greer, John Randolph

Commencement Committee: President of the College - Dr. Dallas Bailey; Dean of the College - Dr. Ronald Champagne; Vice President for Development and College Relations - James Kughn; Director of Alumni Affairs - Pat Haun; Senior Class President; Representative from Dean of Students' Office; Ed Spatafore, Gary Kendrick

Social Committee: Jean Christie, John Craig, Dolores Floria, Billy Freeland, Susan Kistler, Bill Lawson, Randy Scott

Committee for Constitutional Review and Revision:

Vice Chairperson of the Faculty, Chairperson - John Bond
Secretary of the Faculty, Secretary - Evelyn Johnson

Appointed Members: Richard Bond
Dr. Robert Florian
Gene Sperry

ADMINISTRATIVE COMMITTEES

Library Committee

Chairperson of the Faculty - Dr. Alan Clarke
Chairperson of the Analytical Studies Committee - Michael Greer
Faculty Members - Dr. David Lynch - one vacancy
Two students elected by the Community Congress
Professional Librarian - Sara Graham

Dean of the College ← and/or → Faculty Executive Committee

↓
Library Committee
↓
Library Director
↓
Library Staff

All changes in library policies must be approved by the Library Committee, and if need be by the Dean of the College. The Library Committee will consist of the professional librarian,

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the Chairperson of the Faculty Executive Committee, the Chairperson of the Faculty Committee on Analytical Studies, two faculty members elected at large, and two students elected by the Community Congress.

The Faculty-Student Conduct Committee is responsible for adjudicating incidents involving violation of regulations in the Student Code of Conduct. The Dean of the College shall appoint four faculty members, plus one alternate member. The Community Congress shall appoint three student members and one alternate member.

Members: Randolph Scott - one year
 Ken Macurik - two years
 Jean Christie - one year
 Don Simmons - two years
Michael Wargo alternate (appointed yearly)

Three students
 _____ alternate

The Committee on Minority Concerns is appointed by the President, and is concerned with:

- 1) The quality of Community Life with particular reference to minority concerns.
- 2) Investigating charges of discrimination and making recommendations for alleviating problems.
- 3) Making general recommendations, which will lead to improved race relations, to the President for consideration.

Committee: Nellie Jo Brissey
 David Lynch
 John Curran
 Johana Simmons
 Wallace Harvey
 Brad Davis
 Candy Curtis

NOTE: The Dean of the College serves as Ex-officio member of all committees to which he is not specifically named.

AFFIRMATIVE ACTION

Salem College is committed to a program of Equal Employment Opportunity, which involves the hiring and/or promotion of all individuals, regardless of race, sex, national origin, or creed. This means, that the College seeks to broaden its pool of applicants for faculty and staff positions so women and minorities can be considered for employment along with all other applicants. However, in accordance with Executive Order No. 11246, as amended, the College is required to hire the best qualified applicant. When a minority applicant has exactly the same qualifications as a non-minority applicant, the minority applicant shall be given preference in hiring and/or promotion.

To insure that there will be a broad pool of applicants, the College will undertake the following:

1. As positions on the faculty become vacant, they will be advertised in professional journals, notices sent to institutions which serve primarily minorities and women, and private and public employment agencies. The requirements for each position shall be fully described. It is the duty of the department chairperson to inform the Dean of vacancies within the department, and to advise the Dean as to where the vacancies should be advertised, and to supply the Dean with an appropriate description for the position. All positions will be advertised without regard to sex specification.
2. The Dean of the College, department chairperson, and other appropriate personnel, will review, evaluate, and respond to all applicants. Only when applicants are deemed equal will women and minorities be given preference. When women or minorities are passed over for appointment or promotion, written justification for the decision must be submitted to the President.
3. All records received from applicants will be kept on file for a minimum of five years.
4. All evaluations by College faculty members shall be based on the performance criteria as found in the faculty handbook. This information shall be kept on file in the office of the Dean of the College for viewing by the faculty members.
5. Promotions shall be made from within when possible based on the criteria for promotion found in the faculty handbook.

ACADEMIC FREEDOM AND TENURE POLICIES

The policy of academic freedom and of tenure at Salem College is for the mutual good of both the institution and the teacher in the interest of "free search for truth and its free exposition." The policy is fundamental to "the protection of the rights of the teacher in teaching and of the student to freedom in learning."

Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to a certain end; specifically: (1) Freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

ACADEMIC FREEDOM

(a) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

Academic Freedom (continued)

(b) The teacher is entitled to freedom in the classroom in discussing the subject, but should be careful not to introduce into the classroom controversial matter which has no relation to the subject.

(c) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When the teacher speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but the special position of a teacher in the community imposes certain obligations. As an individual of learning and an educational officer, that teacher should remember that the public may judge the profession and the institution by any public statements that may be made. Hence these statements should at all times be accurate, should show appropriate restraint and respect for the opinions of others, and should indicate clearly that they are not institutional views.

I. Appointment of Academic Personnel

- A. Persons appointed to the faculty of Salem College shall be appointed to faculty positions in one of the following ranks:
1. Professor
 2. Associate Professor
 3. Assistant Professor
 4. Instructor
 5. Assistant Instructor
 6. Part-time Instructor
- B. Other appropriate titles which more accurately describe the nature of the position may be used upon the recommendation of the President. Persons appointed to adjunct positions such as artist-in-residence or ranks below that of instructor shall not accrue service credit toward satisfying the probationary period for tenure.
- C. Persons rendering full time service to the College, but assigned to administrative or staff duties, either in addition to, or, temporarily, exclusive of academic duties, may be appointed to, or may retain one of the foregoing faculty ranks in addition to any administrative or staff title.
- D. The President upon recommendation of the Dean of the College shall make all appointments to all positions at the institution, subject to the approval of the Board when appropriate.
- E. Every appointment shall be in writing with copies for the appointee and the College. The terms and conditions of the appointment, including any special provisions must be included before the agreement is considered to be final.
- F. Procedures related to appointment:
When vacancies are to be filled, the Dean of the College will consult with the Divisional Chairperson and the Departmental Chairperson to develop qualifications or a job description to be used in evaluating applicants, and to begin the actual search for applicants, including advertising that the vacancy exists.
1. The Divisional Chairperson will be responsible for developing for each final candidate a folder containing his resume, letters of reference, transcripts, and other relevant information.
 2. Whenever possible the most desired candidates, having been recommended by the Divisional Chairperson to the Dean of the College, and the President, will be invited to campus to meet with the foregoing and potential department colleagues. The President and the Dean of the College shall be supplied with a copy of the personnel folder in advance of the visit.

3. The final decision to offer a contract will normally result following the deliberation of the Divisional Chairperson (who will reflect his colleagues' opinions), the Dean of the College and the President.
- G. With the exception of special appointments clearly limited to a brief association with the College, or reappointments of retired faculty members under special conditions, all full time appointments shall be of three kinds: (1) Probationary, (2) Tenured; or (3) Conditional.
1. Probationary or non-tenured appointments
 - a. Beginning with appointment to the rank of instructor or a higher rank, at Salem College, the probationary period shall be seven years.
 - b. At the end of five years any non-tenured faculty member will be given notice in writing of tenure status, and he should initiate the review procedure for tenured appointment.
 - c. During the probationary period a teacher shall have the academic freedom all other members of the faculty have.
 - d. Administrative personnel with less than half-time academic assignments shall not accrue service credit toward satisfying the probationary period.
 - e. Employment during summer terms, in part-time positions, or during periods of leaves-of-absence, shall not be credited toward satisfying the probationary period.
 - f. During the probationary period contracts will be issued on a year-to-year basis and appointments may be terminated at the end of any contract year.
 - g. The President shall give written notice to non-tenured faculty concerning their retention or non-retention as follows:
 - (1) Not later than March 1 of the first 4 years of employment
 - (2) Not later than December 15 of the 5th and subsequent years of probationary employment.
 - h. The Dean of the College shall involve the faculty in the periodic review of the performance of academic duties of non-tenured faculty members, and the faculty member shall be informed of the results of such reviews.

2. Tenured appointments. After the expiration of a probationary period, faculty members shall have a permanent or continuous employment, and their service should be terminated only for adequate cause, retirement for age, or because of bona fide financial exigency.
- a. Tenured status applies only to teaching members of the faculty, and not to administrative and staff personnel. If an administrative or staff person also has faculty rank and has been tenured, his tenured status applies only to his teaching function.
 - b. No person holding appointment at ranks below that of associate professor may be tenured.
 - c. Tenure automatically ceases when a person reaches the age specified for retirement, after which appointment is on an annual basis at the sole discretion of the College
 - d. No more than 60% of the faculty may hold tenured appointments at any time.
 - e. Recommendation for tenure: Within the framework of the principles listed above, the Faculty Executive Committee functioning as the Committee on Promotions and Tenure will make recommendations regarding tenure. The President will consider these recommendations in making the final determination.
 - (1) The candidate faculty member must initiate the process for consideration for tenure. He shall do this by making a request in writing accompanied by the necessary documentation, to the Dean of the College.
 - (2) The documentation to support the request shall include:
 - Vita, (complete and up-to-date)
 - efforts during the past 5 years towards professional improvement
 - cumulative bibliography:
 - scholarly research & publications
 - creative compositions
 - non-technical writing, book reviews, critiques.
 - unpublished writings (including time, place and to what audience presented)
 - membership in professional associations, and an indication level of participation
 - description of non-teaching activities

- (3) Upon receipt of the request the Dean shall place such request before the Faculty Promotion and Tenure Committee, along with the supporting documents. In addition, the Dean shall supply the following information to the Committee.
 - (a) Evaluation of teaching effectiveness by colleagues
 - a.1 Detailed appraisal:
 - as a teacher of upperclassmen
 - as a teacher of underclassmen
 - as a lecturer
 - as a discussion/seminar leader
 - as a counselor of majors
 - as a laboratory supervisor
 - as a director of research/independent study.
 - a.2 General effectiveness as a teacher
 - (b) Evaluation of teaching effectiveness by students
 - b.1 supported by results of survey evaluation
 - b.2 frequency of evaluation
 - new faculty evaluate first semester
 - non-tenured faculty evaluate every second semester
 - tenured faculty, evaluate every 4th semester
 - (c) Evaluation of contribution as: (to be done by appropriate administrator)
 - c.1 Counselor & advisor to students
 - c.2 Advisor to student organizations
 - c.3 member of committees
 - c.4 community service
- (4) After consideration of each request the committee will recommend in writing either (1) that tenure be granted, (2) that tenure be withheld but a contract offered or (3) that tenure be withheld and terminal notice be given.
- (5) Tenure shall never be awarded automatically nor withheld capriciously.

- (6) Tenure is granted by the President of the College with the approval of the Board of Trustees, after receiving recommendations from the Promotion-Tenure Committee.
 - (7) At the discretion of the President an annual contract may be extended to a faculty member denied tenure.
3. Conditional appointments. In those rare instances when a faculty member has completed a seven year probationary period and is not granted tenured appointment, an annual contract may be extended by the President.
- a. Conditional appointees shall be given written notice by the President of their retention or non-retention not later than December 15 of the contract year.
 - b. Conditional appointees shall have the academic freedom all other members of the faculty have.

II. Dismissal and termination of employment of tenured personnel.

- A. The dismissal of a faculty member with tenure, or of any faculty member before the end of a specified period of appointment, shall be affected only pursuant to the procedures provided in these policies, and only for any of the following causes:
1. Demonstrated incompetence or dishonesty in the performance of professional duties.
 2. Personal conduct which substantially impairs the individual's fulfillment of institutional responsibilities.
 3. Insubordination by refusal to abide by legitimate, reasonable directions of the administration.
 4. Physical or mental disability making the individual unable within a reasonable degree of medical certainty and by reasonably determined medical opinion, to perform assigned duties.
 5. Substantial and manifest neglect of duty.
- B. A tenured faculty member's appointment may be terminated because of bona fide financial exigency or the reduction or elimination of an existing program for which no other program or position exists requiring equivalent competency, and only after all reasonable efforts have been made to meet the need in other ways.

1. Financial exigency is defined as the critical, pressing or urgent need on the part of the educational institution to reorder its monetary expenditures within the institution in such a way as to remedy and relieve the state of urgency within said institution created by the inability of the institution to meet its annual monetary expenditures with sufficient revenue to prevent a sustained loss of funds.
2. Decisions on these matters shall follow careful, and meaningful faculty involvement in determining the reduction or elimination of instructional programs.
3. Among the various considerations, difficult and competing, that have to be taken into consideration in deciding upon particular reductions, the retention of a viable program shall necessarily come first.
4. In making personnel reductions because of conditions of financial exigency, tenured status will be a factor for retention but longevity will not be the sole criterium. Of equal importance would be qualifications based upon the credentials held, and total contribution to the program and the college based upon a continuing evaluation.
5. If an appointment is terminated because of financial exigency, or because of the discontinuance of a program, the released faculty member's position will not be filled by a replacement within two years, unless the released person has been offered reappointment and given a reasonable time within which to accept or decline it.
6. In cases of termination because of financial exigency, or the discontinuance of a program, the faculty member concerned shall be given a terminal notice by certified mail. A tenured faculty member shall be given at least 12 months notice.
7. Faculty members so terminated, if they desire, may within 5 days after being notified request in writing of the President a hearing before the Appeal Board.
 - a. The Appeal Board consists of the chairperson of the Board of Trustees, the Co-chairpersons of the Education Policies Committee of the Board of Trustees, the Co-chairpersons of the Finance Committee of the Board of Trustees, the President of the College, the Chairperson of the Faculty.
 - b. Four of the seven members will constitute a quorum.
 - c. The Dean will attend the Appeal Board to represent the position of the College.

- d. The hearing will be held within a reasonable time never longer than 20 days after requested. At the hearing the faculty member may appear, with an advisor from within the College to present his case against termination.
 - e. A transcript will be kept of the proceedings.
 - f. As soon as possible after the hearing the faculty member will be notified of the decision of the Appeal Board.
- C. Dismissal for cause. The President shall institute proceedings by giving the faculty member a written dismissal notice by certified mail, which dismissal notice shall contain:
- 1. Full and complete statements of the charge or charges relied upon.
 - 2. A copy of rules and regulations governing the faculty member's procedural rights.
 - 3. A statement that the faculty member has the right to a hearing on the matter.
 - 4. Within 20 days from the receipt of the dismissal notice the faculty member may, in writing, request a hearing. The request must be accompanied by a written answer to the charges. If the faculty member fails to file a hearing request within the prescribed time, the notice of dismissal shall be final.
- D. Hearing Committee: Each year the faculty shall elect nine faculty members representative of the various ranks in the institution, who shall be known as the Hearing Panel. In the event of a vacancy for any cause the faculty shall fill the vacancy.

If the request is for a hearing before the Hearing Committee:

- 1. The President shall furnish the faculty member, in writing a list of 7 of the 9 faculty members of the Hearing Panel as herein set forth, with instructions to strike 2 names and return the list to the President within 2 working days. If for any reason the faculty member fails to strike, the President shall within 2 working days strike a sufficient number to reduce the members to five which shall constitute the Hearing Committee.
- 2. The President shall promptly notify, in writing, the five members of their selection as the Hearing Committee, and of their need to select from their membership a chairperson, and shall designate a time and place for their meetings to make such selection and set a date for hearing the charge or charges.

3. The chairperson shall give notice by certified mail to the concerned parties of the time and place for hearing the charge or charges, which time shall be not less than 5 days nor more than 10 days from the date of the notice thereof.

E. Hearing shall be conducted as follows:

1. The Committee will hear such proof of facts as may be deemed proper and reasonable and make such investigation and enter such recommendations as the facts justify and the circumstances may require.
2. The hearing will be conducted with as little delay as possible.
3. The faculty member shall have the right to have an advisor, but such advisor shall not be a person other than a member of the faculty or staff of the institution, unless specifically permitted by name by the Committee.
4. Witnesses will be examined under oath in the manner and form and in the order designated by the Committee.
5. Formal court rules of evidence shall not apply in such hearings.
6. Testimony shall be recorded, and a transcript thereof shall be prepared.
7. A copy of the transcript of the testimony together with copies of the exhibits shall be furnished to the faculty member, at no charge, upon his request.
8. As soon as practical after the hearing, the Committee shall deliver to the President a copy of the record of the hearing with the recommendation of the Committee; and shall provide a copy of the recommendation to the faculty member. The President, shall, within 21 days after receiving the record and recommendations, issue a decision in writing to the faculty member by certified mail, and such decision shall be final unless the faculty member institutes an appeal to the Executive Committee of the Board of Trustees.

F. Appeal to the Executive Committee of the Board of Trustees

1. An appeal from the final decision of the President may be taken by the faculty member by filing a written notice of intent to appeal with the Chairperson of the Board of Trustees within 5 days after receiving the final written decision of the President.

2. Within 10 days after filing the notice of intent to appeal, a petition shall be filed with the Chairperson of the Board containing a statement of the reasons why the final decision of the President is in error together with a complete record of the proceedings.
3. Within 30 days after receipt of the appeal, the Executive Committee of the Board shall consider the appeal on the record submitted and may take such action as it deems reasonable and proper in all the circumstances and in answer to all of its responsibilities under the law.
4. Time is of the essence, and in the event the faculty member fails to file the notice of intent to appeal and the petition of appeal as required in provisions 1 and 2 of this section, the decision of the President shall be final.

(Adopted by Board of Trustees
October, 1975)

FACULTY RANK AND PROMOTION

Philosophy:

1. Promotion in rank is recognition of success in the teaching profession based upon a record of outstanding contributions. Years of service constitute the time frame in which promotion may be considered.
2. Faculty functions to be evaluated:
 - a. Teaching - classroom and non-classroom functions
 - b. Research
 - c. Public Service
 - d. Additional graduate study
 - e. Service to college other than teaching

Guidelines for rank in terms of quality:*

1. Part-time instructor
 - a. This person is hired because of his/her particular skill of talent to instruct or assist another faculty member.
 - b. This person may or may not hold a degree.
 - c. Will teach less than half time (7.5 semester hours.)
 - d. Will be hired for a specific course, workshop or seminar not on a yearly contract.
2. Assistant instructor:
 - a. Non-degree person employed full time because of his/her particular talent or skill.
 - b. Will be promoted to instructor if reemployed the year following completion of degree requirements.
3. Instructor
 - a. All new faculty holding a bachelors or masters degree are employed by the institution at the rank of instructor.
 - b. A faculty member must serve at least 2 years before promotion.
4. Assistant Professor
 - a. Has served at least 2 years as an instructor or be new to the institution and holding a terminal degree.
 - b. Holds at least a masters degree.
 - c. Demonstrate competency in teaching effectively.
 - d. Have a record of being a responsible member of the College community.
5. Associate Professor
 - a. Has completed 30 hours beyond the masters or holds a terminal degree.
 - b. Has been an assistant professor for a minimum of 3 years.
 - c. Demonstrated scholarly ability in advanced achievements (publications, service to state or national organizations.)

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Faculty Rank and Promotion (continued)

6. Professor

- a. Has a terminal degree or its equivalent.
- b. Has taught at the institution for a minimum of 7 years.
- c. Has completed scholarly work and published or in some other reputable manner placed the institution's name before a larger public.

* Promotion to the higher rank presumes that the requisites for the preceding ranks have been achieved and maintained.

Annually it is the responsibility of each divisional chairperson to secure nominations for promotion in rank from the departmental chairpersons in the division. The department chairperson shall nominate eligible persons from his department using the form that is available from the office of the Dean of the College. It is the responsibility of the department chairperson to see that the required supporting information is complete and submitted to the divisional chairperson.

The divisional chairperson shall be responsible for eliciting nominations from each department, and transmitting the nominations to the Dean of the College.

The Dean of the College shall transmit the nominations with his recommendations to the faculty Committee on Promotions and Tenure.

The Committee on Promotions and Tenure shall make recommendations for promotion in rank to the President. The President will consider these recommendations in making the final determinations.

RECOMMENDATION FOR PROMOTION IN ACADEMIC GRADE

Date _____

TO: The Dean of the College

We recommend the promotion of

Rank_____
Name

to the rank of

(Give complete title as it would appear in College Bulletin, e.g.,
Assistant Professor of Psychology.)

In support of this recommendation, the following information is submitted:

1. Date of Birth

2. Month and year of first appointment to present rank at Salem College (and
at other institutions when appropriate.)

3. Degrees

Dates

University

4. Academic and Professional Experiences

5. Committee and Administrative Service

(List Departmental and College Committees on which candidate has served
since last promotion. Include counseling assignments.)

6. Membership and Offices in Professional Societies

7. Supporting Statement

(a) Description and evaluation of teaching at undergraduate

(b) Description and evaluation of research. (If the candidate's bibliography
has already been submitted, it need not be duplicated here. However, a description
of work in progress and of work not yet published should be provided. The
Executive Committee desires especially an evaluation of the quality, originality,
and significance of the candidate's activity in research.)(c) Description and evaluation of administrative and other services to
the Department and the College. (Include quotations from other
College officials when pertinent.)

(d) Into what part of the Department's program would this candidate fit and what effect would this promotion have upon the balance of skills required for a well-ordered department?

(e) Summation of grounds on which this promotion is recommended.

Departmental Chairperson

Dean of the College

FACULTY DUTIES AND RESPONSIBILITIES

Salem College is seeking to provide quality education, which necessitates that most important segment of the college -- the Faculty -- provide responsible leadership in the following areas:

1. TEACHING - The teacher should strive to provide a learning experience for the students where the concept of student participation is validated. Teaching being the most important function should require the maximum amount of the employee's time.
2. RESEARCH - Research is an art in which not everyone can participate; however, research is an important component of today's society. Faculty members who possess this ability shall be given support from the college in order to pursue this activity. Individual research or class research projects must be coordinated with the Office of Institutional Research. As many research projects are in progress, the proposed study may be an unnecessary duplication and will be reviewed for its feasibility.
3. SERVICES TO THE COLLEGE OTHER THAN TEACHING - The greatest part of learning may occur outside the classroom. Thus the college seeks to employ faculty who relate well to the students. Faculty members are expected to take part in counseling on all levels, as well as to make themselves available for group discussion with student groups. In order to have faculty involvement in college planning, it is expected and required that faculty serve on college committees. Where departments have regular meetings, total department participation is required.
4. PUBLIC SERVICE - Faculty members are free to accept and are encouraged to take part in non-college activities, since the college serves to provide through its employees, leadership to the community, the state and the nation; faculty members are free to accept such roles. The college requests that the employee provide information to the Administration about such activities for proper evaluation.

All materials which come under the nature of publicity and/or public relations must be cleared with the Vice President for Development and College Relations or the office of Public Information. To accommodate media deadlines, material for news releases must be submitted, in writing, to the Public Information office three weeks prior to the desired date of the news release. If an event or activity is scheduled which does not allow for the three week period, the Public Information office will make every effort to publicize it.

5. OFFICE HOURS - Faculty members will be expected to keep office hours through the five-day week.
6. CONVOCATIONS - Attendance at Commencement, Baccalaureate, and other College Convocations is particularly important and members of the faculty can be excused only under extraordinary circumstances. At those Convocations in which academic attire is required, it will be made available to those who need it on a rental basis through the office of the Associate Dean and Registrar.

Faculty Duties and Responsibilities (continued)

7. STUDENT ORGANIZATIONS - Faculty members are expected to volunteer to sponsor and advise student organizations, or sponsorships of such organizations may be assigned.
8. WORK DATA SHEET - Each semester faculty members shall report to the Office of the Dean of the College his college related activities on the forms provided.
9. ADVISEMENT - The Core Advisory System has been established to help the entering freshman to set some direction to academic life at Salem, and to help bring to these students individualization -- the meeting of each student's needs as an individual person. The Core Advisors help their advisees to choose educational experiences that will be relevant to the student. The system has also been established to make available a person that the freshman can see when a problem--social, personal, or academic--arises. Human contact will help the freshman over this transition period.

In the Sophomore year, the advisee is sent to the department in which the student is majoring. It is the department's responsibility to set up meetings, group and individual, to handle these students from the Sophomore to the Senior year.

Each professor's contract calls for participation in the advisement system in force at Salem College. From the standpoint of the mechanics as they relate to matters academic, an advisory folder originates in the Admissions Office when the student is admitted. This folder contains all the information about the student received by that time.

When returned to the Career/Life Development Center, the folder is then prepared for the advisor by filing within it the papers containing data of use for academic counseling. (The advisor, no doubt, will be called upon for personal counseling. In most instances, however, referral to the counselor may be in order at this point.)

On the day of registration, if not before, the folders are given to the respective professors for reference during ensuing contacts with the advisee. The file should be maintained by the teacher as long as the student is that teacher's advisee. Should the advisee change to another advisor, or leave school, the file should be returned to the Student Services Office for further disposition.

The file folder itself has a suggested outline of pertinent information. The advisor is responsible for filling out this outline. As the student progresses, grades are sent to the advisor. These grades may be filed in the folder giving a semester by semester report of academic progress. Opposite the grade page is space for keeping records of the degree requirements. The advisor should keep this outline up-to-date.

CHANGE OF ADVISOR

For the most part, a change of major means a change of advisor. Other reasons may cause the student to want to move to another advisor (personality conflict, inability to locate advisor, etc., etc.). The advisor may feel that the student could be helped more effectively by making a change.

In order to keep the record straight relative to the advisory system, the form below has been devised to keep all persons concerned aware of the change.

The student or professor obtains the form at the Student Services Office, has the old advisor sign, and return all three copies intact to the Registrar's Office. The information is processed and one copy of approval is sent to the student and one copy to the new advisor.

It is assumed that the former advisor, in the act of signing the release, will delete the student's name from the list of advisees.

CHANGE OF ADVISOR

Salem College
Salem, W.Va.

Instructions: The student shall sign his name and obtain the signatures of the former advisor and the new advisor.

The signed form shall be given to the Registrar for final processing.

_____ is hereby released
by _____ as an advisor
and is accepted by _____
(signature of new advisor)

This change has been approved by the Registrar on

_____ effective date

50

Registrar

STUDENT RECORDS POLICYI. INTRODUCTION

- A. The major purpose for maintaining student information at Salem College is based upon the College's objective of providing for the optimal educational development of its students. Therefore, only the information germane to that purpose should be maintained, collected, and processed. The collection, retention, and dissemination of information about individual students should be based on the following two criteria: (1) to enable the College to better serve its objectives, and (2) to strengthen the efforts to protect students from any damage that might result from a misuse of the information.
- B. General principles regarding this policy are:
1. Professional judgement, common sense, and a high regard for ethical practice should guide the use of student information by all College personnel. Demonstrated academic interest based upon the "need to know" must be the guide to the transfer of student information.
 2. In no way should any provisions of this policy be construed as a limitation upon the College's ability to help or assist the individual student or student groups. The ability to help or assist students is the overriding thrust and intent of this document, and should be the primary impetus in the implementation of this policy.
 3. When mandated by law, court order, or summons, the College will transmit to court, to governmental agencies, or to parents certain information pertinent to the student's progress within the College. In such instances the College shall notify the student of releasing the information, in advance if time permits.
 4. Subsequent state or federal law supersedes the guidelines and of this policy.

II. DEFINITION OF TERMS

- A. For purposes of this policy, file and records shall be used to indicate discrete gathering of information relating to an individual which is stored in a fashion to facilitate recovery of that information by reference to the individual.
- B. The following files or records are deemed official student records and covered by this policy:
1. The Official Academic Record is the "permanent record card" plus supporting written documents and files maintained by the Office of Registrar. The Associate Dean and Registrar is the official custodian of these records and the Registrar or designee, or the Director of the Clarksburg Campus is the only one legally authorized to speak for the College regarding them.

DEFINITION OF TERMS (continued)

2. Advisement Records are the materials maintained in the College and academic departmental office for the use only in advising and/or preparing the recommendations for state certification. These are not to be confused with the aforementioned official academic record.
3. Discipline Records including preliminary notification, proceedings, results, and action taken as a result of the office of the Dean of Student Services. The Dean of Student Services is the official custodian of these records and the Dean, or designee, is the only one who is legally authorized to speak for the College regarding them.
4. Counseling Records include the confidential information retained about individual students in the Career/Life Development Center. The Director of the Career/Life Development Center is the official custodian of these records.
5. Financial Aids Records including application, parents' confidential statement, need analysis form, promissory note, employment and other related information, are maintained in the Office of Financial Aids. The Director of Financial Aids is the official custodian of these records and the Director, or designee, is the only one who is legally authorized to speak for the College regarding them.
6. Placement Records including applications, resumes, letters of reference, and related information are maintained in the Office of Career/Life Development Center, the Office of the Resident Director of the American Humanities Foundation and the Office of the Department of Education. The Director of Career/Life Development Center, the Resident Director of American Humanities Foundation and the Chairperson of the Education Department are the official custodians of those records and the Directors, or designee, and Chairperson or designee, is the only one who is legally authorized to speak for the College regarding them.
7. Health Records including physical examination forms, physician's notes and related information are maintained in the Health Clinic. The Dean of Student Services is the official custodian of these records.
8. Financial Records are the materials maintained in the Office of Fiscal Affairs which include all records of student financial obligations to the school. The Director of Fiscal Affairs is the official custodian of these records, and the Director, or designee, is the only one who is legally authorized to speak for the College regarding them.

III. ACCESS TO RECORDS

- A. A student shall have access to his/her own official student records as described in the "Definition of Terms" portion of this policy. All information in the official student records may be reviewed by the student except for (1) financial records of the parents, and (2) confidential letters and statements of recommendation which are dated prior to January 1, 1975.

ACCESS TO RECORDS (continued)

- B. A student may waive the right of access to his official student records. Such waivers may not be required as a condition for admission to, receipt of financial aid from, or receipt of any other services or benefits from the College.
- C. Individual members of the academic community may maintain for their personal reference and use information regarding students. As long as this information is not used in a manner which conflicts with this policy, such information need not be subject to scrutiny.

IV. RELEASE OF INFORMATION

- A. All College personnel should be alert to refer promptly to the official custodian of the appropriate office any requests for information. Faculty members and the various institutional offices should restrict their responses to that information germane to their sphere of responsibility in relationship to the student, e.g., faculty advisor, major professor, academic dean. It is noted that government investigative agencies as such have no inherent legal right of access to student files or records.

- B. Information contained in student records may be released under the conditions outlined below:

- 1. Public Information includes the following data: name, local address and phone number, permanent address and phone number, signature verification, place and date of birth, citizenship status, race, class rank, class schedule, number of academic hours completed, academic major, college full or part-time status, academic and non-academic honors, letters of commendation, high school attended, scholarship information and amount, withdrawal record, other academic institutions attended, degree obtained and date conferred, campus activities, leadership positions, and dates of attendance.

Public information may be disclosed on an unlimited basis by College personnel in response to oral or written requests.

A current student may petition to have any part of the public information restricted by presenting written requests to the Dean of Students within the first seven (7) days of each academic semester. A former student may petition to have public information restricted permanently by presenting a written request to the Associate Dean and Registrar.

- 2. Restricted Information is generally disclosable without student consent on a "need to know" basis with considerable latitude left to the professional judgement of the College staff member involved. There are two categories of restricted information:

Restricted Information (continued)

- B. 2. a. Restricted-internal and external use: These data may be disseminated without prior student consent to sources external from the College which requests them. However, these data are only available for disclosure at the discretion of authorized College personnel again with emphasis on a "need to know" basis. Requests for restricted information from sources external to Salem College must be presented by an identified representative of a federal, state, or local agency, institution or employer. If the request is legitimate and serves the basic purpose of the College's maintenance of records, information may be interpreted to the requester from the file by a staff member who is authorized by the College to provide such information.

Restricted information for both internal and external use includes the following data: name of parent or guardian, marital status, name of spouse, address of parent or guardian, and physical disabilities.

- b. Restricted internal use (externally unavailable):

These data are available only for the dissemination to other offices within the College community by authorized staff members. Requests from members of the College community acting in their official capacities will be considered on a "need to know" basis. If release of the requested information is obviously for the educational benefit of the student involved or in concert with the general educational mission of the College, data may be released. Each office maintaining this category of information will have a regular employee designated who is authorized to determine the "need to know" basis.

Restricted information for internal use includes the following data: identification photograph, academic record, grade point average, academic action to include dismissal and probationary status, college board and other test scores, admissions application form, high school and other college transcripts, student financial aids other than scholarships awarded, College disciplinary actions, and narrative Security Office incident reports.

3. Confidential Information includes the following data: counseling or referral information and names of personal references. Personal reference statements are confidential and provided only to bona fide prospective employers or school of application upon written request or permission of the student involved. Counseling or referral information is available for disclosure only upon written consent of both student and the professional staff member.

Release of Information (continued)

4. Exceptions to this "release of information" section include:
 - a. if the student has given consent.
 - b. to complete transfer admissions forms requested by the student. Only disciplinary status of students currently on Disciplinary Probation or Suspension, or of students who have been expelled, shall be released.
 - c. if research studies are being conducted in such a manner as will not permit the personal identification of the student except to researcher.
 - d. if required by accrediting agencies in order to carry out their accrediting functions.
 - e. if required by lawfully issued court order, subpoena or summons.
 - f. if an emergency situation arises where the information is deemed necessary to protect the health, safety, or welfare of the student or other persons.
5. The release of non-directory information to external parties must be recorded in the individual student file.

V. CHALLENGE TO THE CONTENT OF THE RECORDS

If after reviewing his/her official student record a student wishes to challenge a perceived inaccuracy, misleading statement, or other perceived violation of his/her privacy or other rights, the following procedure is available:

- A. The student shall be provided an opportunity for the correction or deletion of any such inaccurate, misleading, or otherwise inappropriate data and to insert into such records a written explanation. A student
1 may challenge a grade only on the ground that it was inaccurately recorded, not that it was lower than the instructor ought to have awarded.
- B. If the official custodian of the records and the student agree that information is inaccurate, misleading, or otherwise in violation of the student's rights, the official custodian of the records may make the necessary corrections or remove the information.
- C. Upon the request of either the official custodian of the records or the individual student, a hearing may be conducted to settle disputes.
- D. The Dean of Student Services will serve as hearing officer. Should the hearing officer have a direct interest in the outcome of the hearing the Associate Dean and Registrar will serve as hearing officer. The following

Challenge to the Content of the Records (continued)

guidelines are to be followed:

1. The hearing shall be conducted and decided within a reasonable period of time following the request for hearing.
2. The student shall be afforded a full and fair opportunity to present evidence relevant to the issues raised.
3. The decision of the hearing officer shall be in writing to the student, and inserted into the file within a reasonable period of time after the conclusion of the hearing.

VI. EXPUNGING THE CONTENTS OF RECORDS

- A. All records will be reviewed annually and all extemporaneous items will be expunged. Materials that are dated, irrelevant, or immaterial shall be removed. Only that which is necessary for the orderly functioning of the College or is in the best interests of the student, shall be retained.
- B. The official custodian of the records shall be responsible for this operation.

Salem College 1975-76
Instructional Salary Scale
(9 Months)

	<u>Gross Salary</u>	<u>Fringe Benefits</u>	<u>Actual Compensation</u>
<u>Professor</u>			
Maximum	\$13,850.00	\$ 3,199.35	\$17,049.35
Minimum	10,500.00	2,425.50	12,925.50
Average	11,478.00	2,651.42	14,129.42
<u>Associate Professor</u>			
Maximum	13,100.00	3,026.10	16,126.10
Minimum	9,500.00	2,194.50	11,694.50
Average	11,222.00	2,592.28	13,814.28
<u>Assistant Professor</u>			
Maximum	11,250.00	2,598.75	13,848.75
Minimum	9,400.00	2,171.40	11,571.40
Average	9,996.00	2,309.08	12,305.08
<u>Instructor</u>			
Maximum	10,500.00	2,425.50	12,925.50
Minimum	7,750.00	1,790.25	9,540.25
Average	9,207.00	2,126.82	11,333.82
Average Salary	10,154.00	2,345.57	12,499.57

Fringe Benefits are computed as follows:

- (1) FICA - 5.85% of \$14,100
- (2) Unemployment Compensation - 1.5% of \$4,500
- (3) Workmen's Compensation - 0.05% of Gross
- (4) TIAA - 5% of Gross
- (5) Staff Allowance (average) - 8% of Gross
- (6) Group Insurance (average) - \$327.72 per employee
- (7) Long term disability insurance coverage - \$41.16 per year.

Note: All figures were compiled as of July 16, 1975

Salary Payments

Employees contracted for nine months have the option of being paid in nine or twelve equal monthly installments.

Checks will be distributed on the last working day of the month. However, the December and May paychecks will be made available to the teacher after all grades have been submitted.

It is College policy not to give salary advances.

INSTRUCTION

Teaching Load

The normal teaching load is fifteen hours.

Class Attendance Policy

Lectures, seminars, laboratories, and other formal teaching methods are offered in weekly class sessions over the period of a semester in a course of study. Regular attendance at the appointed classes avails the student of the guidance given by the instructor in pursuit of the achievement of knowledge in the discipline under study or the attainment of the skill to be developed. The relevance of consistent class attendance to the level of work done by the student will be reflected in the evaluation of the student's achievements through the grade reported to the registrar by the teacher. Each instructor's absence policy will be submitted to the offices of Dean of Student Services and to the Dean of the College yearly.

Teacher Absence From Classes

When a teacher must be absent from classes, this absence should be reported to the Departmental Chairperson, who in turn, shall notify the Associate Dean and Registrar of the absences.

Class Record Books and Grade Reports

Class Record Books may be obtained from the Bookstore. The report of final grades will be turned in to the Registrar at the end of each semester to be placed on file in that office for future reference.

DEVIATION FROM PRINTED SCHEDULE

NO DEVIATION IN TIME OR PLACE FROM THE PRINTED SCHEDULE SHOULD BE MADE EXCEPT BY THE REGISTRAR'S APPROVAL. ANY CHANGE IN FINAL EXAMINATION SCHEDULE MUST BE APPROVED BY THE DEAN OF THE COLLEGE.

REGISTRATION

In the past few years several approaches to course registration have been tried. At present, the following procedure is used.

Prescheduling. Those students in attendance at Salem have the privilege of setting up their next semester's schedule prior to the end of the semester in which they are engaged. For example, by the end of the second semester this year nearly all returning students had prescheduled their courses for the first semester of the next school year.

The remaining act in their registration will be an appearance on the assigned registration day, at which time they take their schedule request form to the business office representative. Needless to say, this relieves the advisor of many hours of tedious scheduling under the pressure of time.

For the fall of 1975-76 an attempt has been made to preschedule new students by mail during the summer months. Forms, along with suggested schedules for the respective majors, were mailed to those new students who had paid the deposit fee. Over fifty percent of those students contacted took advantage of this procedure. Several made personal appointments with the Registrar to complete the process.

Scheduling. New students who arrive on the day of registration have been notified of the specific time they are to meet with their assigned advisor. Registration takes place in the Administration Building. After the schedule is finalized the student fills out the NCR Schedule Request Form. This form is presented to the Registrar's table for approval. Other registration forms (HEW student nationality report, etc.) are completed. These forms are then collected by the last checker after review of the schedule and other forms by a representative of the Registrar's office. The student proceeds with the NCR Schedule Request form only to the Fiscal Affairs table to be receipted and given one copy of the schedule. The next step is to start classes, presenting his copy of the approved schedule to each professor as an entrance permit, if so requested.

Professional Responsibility. It appears that to effectively advise students concerning the courses to be scheduled an advisor should be acquainted with:

- (1) latest Bulletin,
- (2) teacher certification regulations, obtainable from Education Department,
- (3) general education requirements for both the liberal arts student and the teacher program,
- (4) course prerequisites,
- (5) how to schedule correct courses allowing for an even distribution of classwork throughout five days, making provision each day for a noon eating period.

TUTORED COURSES

Occasionally a request is made by a student to have a specific course tutored by a professor. Such a request dictates the necessity of (1) the student's agreement to pay the tutorial fee of \$35.00 per semester hour in addition to the regular tuition rate; (2) a professor's willingness to undertake the extra work involved with the tutoring situation; (3) written permission of the Associate Dean

The student begins the request procedure by obtaining from the Registrar's Office a copy of the proper form. After filling in and signing the request statement, the student proceeds to have the tutor and the Associate Dean of the College sign the agreement. Finally, the form is left with the Registrar, who notifies the Director of Fiscal Affairs and the professor of the approval. The student and the professor work out the tutoring situation according to the guidelines listed below, after which the professor reports the grade upon the grade card sent to him by the Registrar. The Office of Fiscal Affairs collects the tutor's fee from the student and forwards it to the professor.

Guidelines for Tutored Coursework:

1. The course in question is not otherwise schedulable prior to graduation.
2. The course should not be in addition to a full-time load of regular coursework.
3. All work completed by the student toward the evaluation for the grade is to be turned in to the office of the Dean of the College at the time the final grade is reported to the Registrar.
4. The course taken must be one listed in the current College Bulletin.
5. A professor who is teaching a normal load should be restricted to one student tutoring situation in a semester.
6. A professor who is not teaching in a five weeks summer term should be restricted to no more than three different tutored courses in a five weeks term.
7. It is expected that in conducting a tutored course a minimum of forty-five contact hours be maintained. The faculty member and the student must each file in the office of the Dean of the College a record of time spent in the tutoring situation.

COLLEGIATE-LEVEL EXAMINATION PROGRAM (CLEP)

Credit based on the CLEP Subject Examinations is granted to individuals who score the same as or above the mean of the CLEP national norms.

MAKEUP EXAMINATION

Whenever a student fails to take an examination at the scheduled time because of illness or other legitimate reason, a professor may desire to give that student a makeup examination. Students are charged a fee of \$5.00 for this privilege. This must be paid at the Office of Fiscal Affairs in advance of the makeup examination. The student surrenders his receipt for this fee to the professor at the time of the makeup test. The professor, in turn, receives \$2.50 by bringing the receipt to the Office of Fiscal Affairs.

REPORTING INCOMPLETES

It is understood that the incomplete is given only in extreme cases, such as illness, etc. The grade gives no quality points, but it is included in grade point computation. A student who registers must complete the work within the semester or summer session ensuing. Otherwise, the grade remains incomplete for two years before it is changed to an F.

Below is a facsimile of the incomplete report form. The professor, after filling out the form, files one copy and returns the remaining two copies to the registrar. One copy is forwarded by the registrar to the student. The instructor should sign the form in the lower right hand corner. Keep in mind, also, that the incomplete grade must be reported on the grade card and the Teacher Grade Report form.

INCOMPLETE REPORT FORM

SALEM COLLEGE
SALEM, W.VA.

SEMESTER ENDING _____

TO: The Registrar

STUDENT'S NAME _____ HAS RECEIVED A GRADE
OF INCOMPLETE IN _____ FOR THE REASON OR
REASONS STATED BELOW

THIS GRADE MAY BE REMOVED BY

CURRENT DATE _____

DISPOSITION: Two copies of this form, properly filled out and signed, should be submitted to the Registrar at the end of the semester with the regular class card for every student whose grade is I (Incomplete)

The instructor should file the 3rd copy.

REMOVING INCOMPLETES

When the necessary requirements have been completed to the teacher's satisfaction, an incomplete grade must be removed formally to clear the student's record and up-date his or her cumulative average. The removal of an incomplete during the process of a semester does not influence a student's academic standing. That is, if a student who has been placed on probation at the end of the first semester, completes the incomplete work midway in the second semester, that student is not removed from probation at that time.

The three-part NCR form illustrated below should be filed with the registrar when the instructor is ready to clear the incomplete. (The sooner the better!) Note that the instructor retains one copy on file as proof of the clearance. The remaining two copies are sent to the registrar, who records the grade on the permanent record card. A copy is sent to the student showing the grade received for the course.

REMOVAL OF INCOMPLETE

OFFICE OF THE REGISTRAR
SALEM COLLEGE
SALEM, WV

Date

HAS COMPLETED

DEPARTMENT

TAKEN IN

COURSE NO.

TITLE

SEMESTER

YEAR

WITH A GRADE OF

INSTRUCTOR'S SIGNATURE

DISPOSITION: Two copies of this form, properly filled out and signed, should be submitted to the registrar at the time the incomplete work is terminated. The instructor should file the 3rd copy.

PLANNING SYSTEM

Department-level units of the institution are requested to prepare five-year plans and budgets. These are reviewed by the planning team and the analytical studies team, and eventually are incorporated into a long-range plan which becomes the starting point for the next annual cycle. The NACUBO system has been adapted to fit our institutional idiosyncracies. This system includes certain cardinal features or elements which include: 1. the use of a planning and budgeting calendar of events; 2. two separate groups- the analytical studies team and the planning team; 3. wide participation by most if not all constituencies; and 4. an annually updated five-year plan.

Using a calendar insures no hidden agendas; it acts as a built-in expeditor to make things happen, and presents a clear overview of the system to all those involved in planning.

The use of the analytical studies team (operating independently of the planning team) is another vital element of the system. In a manner not unrelated to the governmental principle of separation of powers, this committee offers a free forum for faculty participation and questions. A properly functioning analytical studies team allows an increased sense on the part of faculty that input to the system can be made; it provides its members with an intimate knowledge of how the institution actually functions, and requires their direct support of the planning recommendations ratified or originated by them.

The analytical studies team, which reports to the planning team, acts in an advisory capacity - a role that is important because of its location in the system, the charge given to it, and its constituency. This role carries a

Planning System (continued)

sense of obligation; perhaps no other agency in the institution, outside of the president's office itself, has the obligation to review the total institution, its problems, and its strengths.

The planning team, presided over by the president, has final authority and responsibility for drawing up plans and budgets for the Board of Trustees approval.

RETIREMENT

Retirement for faculty members is mandatory at age 65. The College may employ retirees over the age of 65 on an annual basis as institutional needs may require until the retiree reaches age 70 at which time complete retirement shall be honored by both the College and the faculty member.

(Adopted by Board of Trustees
December 14, 1970)

FACULTY BENEFITS

The following are some of the specific benefits available to faculty members:

1. A faculty-chosen retirement program with the Teachers Insurance and Annuity Association (TIAA) and College Retirement Equities Fund (CREF). This benefit does not apply to part-time faculty members. Faculty members between the ages of thirty and fifty must sign for this after two years of service at Salem College. Application to participate in TIAA-CREF is made at the Office of Fiscal Affairs.
2. Federal Old Age Benefits under the Federal Social Security Act, West Virginia Workmen's Compensation Insurance, and West Virginia Unemployment Compensation.

Workmen's Compensation Insurance provides coverage for injuries sustained on the job or occupational illnesses. These benefits apply to both full-time and part-time faculty members.

Unemployment Compensation covers both full-time and part-time faculty members.

3. A group medical and hospitalization plan including life insurance subsidized by the College is available to those full-time faculty members desiring such a plan. For further information, faculty members are advised to confer with the Office of Fiscal Affairs.
4. The College fully subsidizes a TIAA long term total disability income protection plan for all full-time employees. All full-time employees who were at work at the plan's inception on February 1, 1973, are covered. All full-time employees hired after February 1, 1973, must be employed one full year before they are automatically covered by this plan. Any full-time employee covered under this plan who has a pre-existing condition must be covered one full year before being eligible for benefits as a result of this pre-existing condition. This benefit applies to full-time employees only.
5. A private salary insurance protection plan is available to the full-time faculty members on a reduced premium plan. An agent is on campus periodically to contact new faculty members. This benefit does not apply to part-time faculty members.
6. Staff Tuition Allowance.
 - (a) Staff tuition allowance is available to the employee, spouse, and/or dependent children of regular contracted or monthly employees of Salem College. Dependent child is defined as a son or daughter claimed on the employee's federal income tax return.
 - (b) If a regular contracted or monthly employee who has been employed by Salem College for seven (7) or more years dies while in the employ of Salem College the staff tuition allowance will be allowed to all dependent children at the time of the employee's death for a period of four (4) consecutive academic years after that child graduates from high school.

Faculty Benefits (continued)

- (c) Staff tuition allowance shall be limited to the total charge for each credit hour when the student is registered for less than the number of hours normally considered to be a full time student load and to the total normally charged for a full time student load when the student is registered as such.
 - (d) Registration fees, Community Congress fees, lab fees, private music fees, etc. are not covered by staff tuition allowance.
 - (e) The maximum staff tuition allowance for any year will be limited to the published tuition charge for that year. In 1975-76 the tuition charge is \$1,800.
 - (f) Staff tuition allowance does not cover extra charges for hours carried in excess of the maximum established for all students nor does it cover the cost of tutoring service.
 - (g) Staff tuition allowance will be prorated according to a part-time contracted or monthly employee's workload compared to a full-time contracted or monthly employee's workload. For example, tuition allowance will be used to complete the financial aid package after all other sources of financial aid have been utilized.
7. A faculty member is given a 20% discount on most items purchased at the Bookstore, except text books.
8. A limited number of resident houses owned by the College are available to full-time faculty members for rent. Information may be obtained from the Office of Fiscal Affairs.
9. The Office of Fiscal Affairs helps the faculty and staff members in purchasing consumer products so that they may enjoy discounts and wholesale prices. This benefit applies to both full-time and part-time faculty and staff members, who obtain formal purchase orders from the Office of Fiscal Affairs before such purchases are made. You must reimburse the College in full as soon as the invoice is received. Some companies that give the College discounts are:
- Sherwin-Williams Company
Trim-n-Tree Shop
Clarksburg Furniture Wholesale Company
Danser Hardware & Supply Company
10. A faculty member and spouse receive free tickets annually to all athletic events. This benefit does not apply to part-time faculty members.
11. Faculty members and their spouses are privileged to attend all Academic Convocations free of admission charges.

1975-76

Faculty Benefits (continued)

12. Each faculty member is allowed 14 working days sick leave per year with full pay. A substitute teacher will be paid from the faculty member's contract in case of absence because of sickness beyond the 14 day limit. Frequently, when serious illness has occurred, other staff members have volunteered to teach, gratis, the ill members courses in order that the ill members may continue to receive full salary. At such times the College does not initiate such arrangements, but will try to accommodate them.
13. Membership in the North Central W. Va. Blood Donor's Club, Inc. (sponsored by the Harrison County Labor Federation) is available. Information can be obtained from the Office of Fiscal Affairs.
14. The Office of Fiscal Affairs handles details in connection with fringe benefits for all employees: retirement (TIAA-CREF) as well as health, accident and other insurance programs. It is responsible for the various types of College-wide insurance coverage.
15. Leave of Absence.
 - (a) A leave of absence without compensation may be granted to a faculty member for the following reasons: travel, study, or active military service.
 - (b) Application for a leave of absence shall be made to the Dean of the College no later than the end of the fall semester preceding the proposed start of the leave.
 - (c) Time incurred during a leave of absence shall not be credited toward satisfying the probationary period prior to the granting of tenure.
 - (d) A leave of absence is normally for one academic year.
 - (e) Hospitalization and retirement annuity benefits may be continued during the leave with the exception of active military service if the faculty member makes proper arrangements with the Office of Fiscal Affairs. The employee must bear the full expense of such continuation of benefits.
16. Maternity Leave.
 - (a) A full time regular employee shall be granted a maternity leave upon submitting to the Dean of the College a written request and a physician's statement of verification. A maternity leave is a leave without compensation, with the exception that any unused sick leave may be applied to a maternity leave.
 - (b) The College does not dictate the date that an employee's leave must start. A physician's written statement of the last safe working day before leave will be required.

Faculty Benefits (continued)

- (c) If the employee has not returned to work by 90 days following the termination of pregnancy, employment by the College shall be considered terminated.
- (d) Following termination of pregnancy, but subject to paragraph (c) above, the College agrees to reinstate the employee to the same or to a similar position providing that the employee is in satisfactory physical and mental condition as attested to in writing by a physician.
- (e) Hospitalization and retirement annuity benefits may continue during the leave if the employee makes proper arrangements with the Office of Fiscal Affairs. The employee must bear the full expense of such continuation of benefits.

RETIRED TEACHERS AND ADMINISTRATORS BENEFITS

Conditions for retirement benefits:

At least seven years employment at Salem College.

Age 62-65 years.

Early or disability retirement benefits subject to negotiation.

Benefits:

1. Unrestricted use of library facilities.
2. Free tuition for audit classes.
3. Admission to all entertainment activities which are free to employed faculty. (Athletic contests, musicals, etc.)
4. Faculty discount on Bookstore purchases.
5. Use of Salem College discount on merchandise at any establishment with whom Salem College has such an arrangement (Procedure the same as for employees.)
6. Use of Duplication Center to prepare material. Masters and paper must be purchased by retiree.
7. Continued membership in AFL-CIO Blood Bank.
8. Cancer Insurance policy can be retained by continuing the payments.
9. Hospitalization as a medicare supplement can be retained by assuming the full cost of the policy. (Supplemental insurance has a reduced rate.)
10. Rights to use the Educator Magazine Magazine subscription specials.

LIBRARY

HOURS:

Fall and Winter Semesters:

Monday-Thursday	7:30 A.M. to 10:00 P.M.
Friday	7:30 A.M. to 5:00 P.M.
Saturday	1:00 P.M. to 4:00 P.M.
Sunday	1:00 P.M. to 10:00 P.M.

Summer Sessions:

Monday-Thursday	7:30 A.M. to 9:00 P.M.
Friday	7:30 A.M. to 5:00 P.M.
Saturday	1:00 P.M. to 4:00 P.M.
Sunday	1:00 P.M. to 4:00 P.M.

Between Semesters:

Monday-Friday	8:00 A.M. to 5:00 P.M.
Saturday	Closed
Sunday	Closed

CLARKSBURG CAMPUS

Monday-Thursday	6:00 P.M. to 10:00 P.M.
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Any changes in hours will be posted outside the front door of the Library.

ARRANGEMENT:

The library book stacks are located on the first floor with the card catalog and general reference books. An open stack policy is followed. Library offices and processing departments are also on the ground level. Periodicals and their indexes are housed on the second floor with a closed stack situation existing, except for some current issues and daily newspapers. Pamphlets on current issues are in a vertical file in this location. Audio visual materials are obtainable from an office on the second floor.

BORROWING PRIVILEGES:

Faculty members are not restricted in the number of books borrowed. Books will be dated for the end of each semester to facilitate record keeping. If books borrowed by the faculty are needed for research or reserve, the library may call for their return. General reference works are not to be taken from the library.

INTERLIBRARY LOAN:

Faculty members may borrow from other libraries by means of interlibrary loan using a toll free telephone exchange with the W. Va. Library Commission in Charleston. This service is free except for photo copies for which most libraries make a charge of 10 cents a page.

RESERVE BOOKS:

Any faculty member who wishes to place material on reserve for his or her students should present either the list or the items themselves to the attendant at the Circulation Desk. This should always be done before the assignments are made and the library should be notified when the use of the reserve books has been completed. At the end of each semester all reserve books are removed by the library.

ORDERING:

Any faculty member requesting books for the library must file with the Order Librarian a book-order card, approved by the department chairperson. These cards are obtainable in the Order Department. These will be processed as quickly as possible. Periodicals are ordered only once a year in early spring. Additions may be made later in the case of new faculty members.

Monthly mimeographed lists of newly catalogued books are sent to department heads and are available in the Library for anyone who wants them.

A faculty member finding difficulty in obtaining needed material should feel free to request assistance.

CAFETERIA

The Cafeteria is located on the second floor of the Randolph Campus Center Building.

Hours - Monday through Friday:

Breakfast: 7:00 a.m. - 8:45 a.m.
(Cafeteria closed 8:45 a.m. - 11:00 a.m.)

Lunch: 11:00 a.m. - 1:00 p.m.
(Cafeteria closed 1:00 p.m. - 4:00 p.m.)

Dinner: 4:00 p.m. - 6:00 p.m.

Hours - Saturday:

Brunch: 10:00 a.m. 12:30 p.m.

Dinner: 4:00 p.m. 6:00 p.m.

Hours - Sunday:

Brunch 10:00 a.m. - 12:30 p.m.

Dinner: 4:00 p.m. - 6:00 p.m.

Faculty members and their friends are invited to use the service of the Cafeteria at any time. The Cafeteria usually closes during regularly scheduled vacation periods.

BOOKSTORETextbook and desk copy orders.

A. Blanks through which textbooks are to be ordered originate from the College Bookstore and are sent to teaching faculty through campus mail. Instructors should plan well ahead of time, since orders will be requested approximately one term in advance.

B. The Bookstore provides a special blank through which instructors should themselves order desk copies. It is suggested that one desk copy should be requested for each 25 students in the class.

C. Textbook Shortages. Almost inevitably there will be some, in some classes. To take care of this possible problem:

1. As an instructor, take inventory of the situation within the first several days of class meetings. Determine if there is a textbook shortage, and how many students are in need of copies.
2. Call the Bookstore Manager, reporting the text or texts short, and how many copies need to be supplied.
3. As soon as the Bookstore Manager receives an accurate picture of the situation, she will call the supplier by telephone, requesting immediate service.

PURCHASING PROCEDURE

All purchase requisitions must be placed through the office of Fiscal Affairs; otherwise they are not the responsibility of the College and will be charged to the person making the purchase.

To place an order:

1. Obtain a purchase requisition from the Chairperson of the Department
2. This requisition completed in triplicate is to be returned to the Chairperson of the Department for approval.
3. The Chairperson of the Department will then place the proper budget code on the requisition and send two copies (the white original and the pink carbon copy) to the Director of Fiscal Affairs for approval, subject to the College budget. The Director of Fiscal Affairs will then issue a formal purchase order. The second copy of the requisition (pink) will be returned to the person making the request indicating the purchase order number. After the merchandise has been received, this second copy should be signed and dated at the bottom and returned to the Director of Fiscal Affairs.

APPROVAL OF INVOICES

1. Charges against the budget will be made only after invoices are properly approved.
2. When you receive an invoice for which the goods or services indicated have been received, indicate your approval of payment by signing and dating the original copy of the invoice.
3. Send all approved invoices with any attachments to the Office of Fiscal Affairs.

CHECK CASHING

The Office of Fiscal Affairs will cash personal checks.

CUSTODIAL SERVICE

Each College building is staffed with custodians. All requests for other than routine custodial service should be directed to the Director of Custodial and Support Services. Telephone extension 325 and 341.

DUPLICATING SERVICE

A duplicating service is located on the first floor of Randolph Campus Center, near the College bookstore.

For reproduction, all that is needed is a clear original copy of the item you want duplicated and automatically the machine will make a master and reproduce the material.

Please allow ample time for duplication of material. For extensive work, such as office forms or brochures, make early arrangements so that deadlines can be met.

Hours for Duplicating Service

Monday through Thursday: 8:00 a.m. to 12:00 noon
 1:00 p.m. to 4:00 p.m.

Friday: 8:00 to 12:00 noon
 Closed afternoon for
 machine maintenance

MAIL SERVICE AND POST OFFICE

Each faculty member is assigned a mailbox located in the Campus Post Office, Room 13, first floor of the Randolph Campus Center.

Hours for Post Office

Monday through Friday: 8:00 a.m. to 4:00 p.m.

Saturday during the regular
school year 11:00 a.m. to 1:00 p.m.

Incoming off campus mail is sorted by the mail clerks and placed in faculty boxes usually by 10:30 a.m. Monday through Friday, and inter-campus mail as soon as received.

All official outgoing mail should be in the Campus Post Office by 3:00 p.m. so that it can be processed for the afternoon pickup by the U. S. Post Office.

Stamps for personal use are on sale at the Campus Post Office.

COLLEGE KEYS

A key request must be signed by the departmental chairperson for general keys, or the Dean of the College for master keys. This request is then taken or sent to the Physical Plant office. To insure availability of keys, advance notice of one day should be given to the Physical Plant office. All keys are to be picked up by the person to receive the key. Each person is required to sign personally for each key. All lost keys should be reported to the Physical Plant office immediately.

Clearance of keys with the Physical Plant is one of the requirements for people leaving the College. All keys which are no longer needed are to be returned to the Physical Plant Office.

GENERAL MAINTENANCE AND REPAIR SERVICE

The Physical Plant will provide general maintenance and repair for buildings and facilities on campus. The needs for such services are to be reported to the Physical Plant office. The following information is required: building, room number, department, person reporting, description of work or nature of problem. Examples of general maintenance and repair are: replace light bulbs, correct general plumbing and electrical problems, repair locks, repair door closures, and replace broken windows.

MAJOR ALTERATIONS AND IMPROVEMENTS

Requests should be forwarded to the chairperson of the department in writing. The request must include a complete description of work being requested and reasons for the request. Examples of major alterations and improvements are as follows: remodeling rooms, installing fixtures, lowering ceilings.

Once a project has been approved by the chairperson it must be forwarded to the Dean of the College for approval and to the Director of Physical Plant and Maintenance for cost estimates and final specifications.

MEDIA SERVICES

Media Services provides purchasing, maintenance, repair, and circulation of all media related equipment.

This equipment includes movie projectors, filmstrip projectors, slide projectors, tape recorders, cassette recorders, phonograph players, videotaping equipment, overhead projectors, opaque projectors, and public address systems.

Media Services also provides a limited production service, which includes making transparencies slides, tape recordings, etc.

If a particular item of equipment is needed in a class by a professor, a request should be made several days ahead to facilitate its delivery. No guarantee is implied that equipment will be available on the specified date, so plan for alternate dates. See John Sowers (Ext. 293 or 219) for more information.

MEDIA CENTER

The Media Center, located on the second floor of the Library, contains machines for viewing films, filmstrips, microfilm, microfiche, video tape, and for listening to tapes and records. The software for these machines is located behind the periodicals desk. Software can be ordered on a free, rental, or purchase basis if we do not have what you need. For more information see John Sowers, Extension 293 or 219.

SCHOOL PUBLICATIONS

The Green and White (College newspaper) and the Salem College Bulletin (Alumni newspaper) are distributed to the faculty free of charge.

The Dirigo (College yearbook) is available to the faculty members at student cost. Faculty pictures for the book are made free of charge. The faculty is encouraged to cooperate with the staff in preparing the book.

Bootstraps is an Alumni publication and is available at an annual subscription rate of \$12.00.

ACTIVITIES AND EVENTS CALENDAR

The master calendar of all College events is kept in the Office of the Dean of Students. Changes or additions to the calendar are to be approved by the advisor to the Inter-Organizational Council. All scheduled events will be placed on the calendar by the Office Manager only. An all-campus calendar is furnished to faculty members. Faculty members desiring to schedule events should schedule them through that office. The activities calendar is published in the Green and White, and is periodically up-dated by announcements in the Intercom.

INTERNAL COMMUNICATIONS

The Intercom (medium for faculty) will be issued from the Office of the Dean of the College as warranted. News items will be received by the Associate Dean, telephone extensions 297 or 304.

USE OF CAMPUS FACILITIES

Anyone (faculty or student) desiring use of rooms on campus for something other than regularly scheduled classes should clear the date and time with the appropriate authority, in most cases, the Associate Dean and Registrar. Facilities in the Campus Life Center or Pub should be cleared through the office of the Dean of Students. Those in Underwood Armory should be cleared with the Director of Fiscal Affairs. The Gymnasium or pool should be scheduled with the Intramurals and Pool Director.